



Emerging Leaders Program Handbook

Purpose

This handbook is designed to set the minimum standards and expectations of all shareholders that participate in the Emerging Leaders Program. This should function as a guide for the development and delivery of agency-specific intern handbooks and serve as a reference in participating and conducting ELP activities.

I. HHS Emerging Leader Administration:

Emerging Leaders Program Department administration resides within HHS University, the primary learning and training facility for the Department under the Career Management Team. Core administrative team is responsible for the following activities:

- Market the ELP with OPDIV management as well as entities within and outside of the Department;
 - Development of an interactive competency-based learning event schedule that highlights HHS Leadership and Core competencies and the key behaviors associated with each;
 - Performing midterm, overall program evaluation;
 - Develop policy and procedures for rotational assignments;
 - Develop and deliver program orientation;
 - Develop and maintain mentoring program and individual/career development plan;
 - Coordinate career progression aspects of the ELP;
 - Develop program and assignment evaluation policy and procedures;
 - Interact with OPDIV coordinators as support to aid in agency program administration and intern issues;
 - Resolve or ensure resolutions of all other administrative and/or budget-related issues that result from program implementation;
 - Serve as primary contact personnel for issues relating to the ELP.
- HHS University Program Administrators
 1. LaVern Gilchrist, ELP Manager, HHS University, (301) 443-1468 or lavern.gilchrist@psc.hhs.gov
 2. Nova Smith, ELP Manager, HHS University (301) 443-1858 or nova.smith@psc.hhs.gov
 3. Dia Gonsalves, Director, Center for Leadership & Development, HHS University, (301) 443-1933 or Dia.Gonsalves@hhs.gov

II. Operating Division (OPDIV) / Staffing Division (STAFFDIV) Coordinators:

During the two (2) year program, the OPDIV Coordinator serves as the intern's first and primary point-of-contact (POC). OPDIV/STAFFDIV management will fully participate and support ELP, develop appropriate training plans to ensure intern development in needed competencies, develop OPDIV/STAFFDIV orientation program and present during intern orientation activities. Each OPDIV/STAFFDIV will have one coordinator to serve in this capacity.

Coordinators are responsible for the following tasks:

- Ensure interns are fully oriented and aware of OPDIV-specific policies relating to travel, time and attendance, leave, dress and general deportment;
- Maintain file of each intern's progress throughout the program. File must include copies of all rotation assignments, rotation evaluations (supervisor and intern), performance issues, individual/career development plans;
- Maintaining communication with each intern at least once per rotation period;
- Initiating or approving OPDIV transfer requests and communicating such action to HHS program administrators;
- Coordinating OPDIV-specific mentoring activities and disseminating list of available mentors within the OPDIV;
- Solicit potential rotations with management in the OPDIV and submit potential rotation assignments to HHS administrators;
- Serve as primary liaison between OPDIV and HHS administrators and represent the OPDIV's interest during ELP meetings and activities;
- Serve as primary contact for ELP receptions;
- Respond to requests made by HHS program administrators in a timely manner;
- Ensure intern participation at all ELP-sponsored events;
- Provide OPDIV representation and assistance at ELP events (graduation, orientation, recruitment activities, receptions; applicant selection);
- Maintain communication with HHS program administrators and apprise them of any situations that may impact the OPDIV's ability to fully participate in ELP.

Emerging Leaders Program OPDIV Coordinators Contact Information

OPDIV	Coordinator Name	Telephone	E-mail
OS	Veronica Green	(202) 619-0192	Veronica.Green@hhs.gov
ACF	Eileen Lohr	(202) 401-9357	ELohr@acf.hhs.gov
AHRQ	Joseph Raiti	(301) 427-1219	jraiti@ahrq.gov
AOA	John Murphy	(202) 357-3451	John.Murphy@aos.gov
CMS	Sherri Giancola Sheila Wolf	(410) 786-5512 (410) 786-0099	SGiancola@cms.hhs.gov Sheila.Wolf@cms.hhs.gov
CDC	Sarah Smith	(404) 498-6178	SBSmith@cdc.gov
FDA	Cathy Lawton	(301) 827-4028	clawton@oc.fda.gov
HRSA	Patricia Milon Laura Ridder	(301) 594-4518 (301) 443-3585	PMilon@hrsa.gov LRidder@hrsa.gov
IHS	Vee Garcia	(301) 443-7269	Vee.Garcia@ihs.gov
NIH	Jim Peterson	(301) 451-7302	James.Peterson2@nih.hhs.gov
SAMHSA	Sherry Preusch	(240) 276-1128	spreusch@samhsa.gov
Recruitment (OHR)	TaNay Powell Jan Montoya	(301) 443-5123 (301) 827-4143	TaNay.Powell@psc.gov JMontoya@psc.gov

III. Home OPDIV Supervisors

Home OPDIV supervisors are considered the supervisor of record. They are responsible for any personnel action that may affect the intern during the program and will work with the OPDIV coordinator when considering merit or adverse actions on behalf of the OPDIV. Home supervisors are responsible for the following:

- Approving and keeping records of time and attendance (T&A), travel requests and training nomination forms (OPDIV will notify intern if the supervisor is not the approving official);
- Providing two (2) six-month rotations in the intern's home office;
- Providing direct supervision or designating sufficient senior staff assistance to intern during rotation;
- Taking an active role in the interns Individual Development Plan (IDP) by providing guidance, feedback and approval;
- Keeping intern informed of changes occurring in the OPDIV;
- Communicating with intern periodically during external rotations;
- Completing intern's performance plan;
- Recommending merit promotions or adverse actions;
- Approving or initiating intern's transfer to another OPDIV;
- Participating as needed in ELP activities as guest lecturer, promotion board and/or recruitment advisor.

IV. Rotation Supervisor

Rotation supervisors are key in the overall development of the intern and play a major role in their professional development. Rotation supervisors are responsible for the following:

- Providing a substantive ninety (90) day rotation;
- Approving leave requests for interns rotating through that specific OPDIV;
- Ensuring availability of quality rotation assignments;
- Providing direct supervision or designating sufficient senior staff assistance to interns during rotation;
- Accepting the intern on short-term assignment, ensuring equal opportunity in consideration of the interns for assignments;
- Providing day-to-day leadership, guidance and direction to the intern;
- Providing end-of-assignment assessment of intern's progress (written and verbal);
- Providing feedback to the intern's mentor, home supervisor and OPDIV coordinator;
- Participating in the formal evaluation of the ELP;
- Developing and submitting quality assignments and objectives compatible with the five (5) career tracks. Recurring assignments are welcome; however, separate assignments forms must be submitted with appropriate beginning and ending dates;
- Ensuring that adequate equipment and services are available for assignments. This includes computer equipment, supplies, assignment coaches/team leaders, appropriate workspace, etc.
- Supervising and evaluating performance.

V. Mentors

Mentors are responsible for the following activities:

- Coaches interns in enhancing skills and learning and links the intern with staff who can also enhance their development;
- Advises the intern on how to deal with real or perceived roadblocks;
- Provides candid feedback to the intern about perceived strengths and developmental needs and assists in the planning and development of IDP;
- Discusses existing competencies and developmental needs of the intern with the home supervisor as needed;
- Consults regularly with the intern to provide general counseling on any issues and/or concerns and serves as an advocate for the intern to work through difficult situations and program-related challenges;
- Serves as a role model by providing examples of professionalism and integrity;
- Discusses progress toward meeting ELP goals and objectives;
- Discusses outcomes of developmental assignments;
- Discusses any program-related concerns with the OPDIV coordinator or HHS administrators as needed;
- Participates in program evaluation;
- Shares their knowledge, experiences, information, ideas, and insights by servicing as a role model, counselor and guide;
- Assisting in the ELP by selecting rotational assignments, journaling activities and providing feedback as necessary;
- Commits to serve for two (2) years;
- Meets with intern for a minimum of one hour, two (2) times per month.

VI. Emerging Leader Interns

While in the program, interns are expected to:

- Attend HHS ELP Orientation and participate in **ALL** learning events (attending these events are **mandatory** requirements for successful completion of the ELP);
- Communicate regularly with home supervisor, rotation supervisor, OPDIV coordinator and mentor;
- Submit all documentation for program activities through home supervisor, OPDIV coordinator and HHS administrators by requested suspense date;
- Select rotation assignments from the inventory of available rotations or negotiate an assignment using the established policy and procedure;
- Secure developmental assignments that offer a variety of duties and responsibilities;
- Obtain OPDIV coordinator approval and funding approval for rotations requiring travel;
- Discuss progress toward meeting ELP goals and objectives with home supervisor, rotation supervisor, mentor and HHS administrators;
- Meet with mentor as scheduled;
- Display professional behavior that is representative of HHS and the ELP, avoiding circumstances involving conflicts of interests and/or the perception thereof;
- Provide constructive and appropriate feedback related to program learning events;
- Participate in formal evaluation of the program.
- Report leave requests to OPDIV coordinator during the appropriate pay period.

Program Goals

The Emerging Leaders Program (ELP) is designed to recruit high potential employees and provide fast track development vehicle for learning leadership skills and business acumen through experimental learning and training. It is one of the recruitment tools used by the Department of Health and Human Services (HHS) to hire exceptional interns with a variety of backgrounds for the effective analysis and execution of agency-wide programs. The Program recruits for GS-9 level positions in five (5) career tracks (not all career tracks recruit each year).

ELP is intended to provide centralized recruitment and exposure to the Department's Operating Divisions (OPDIV) and formal training and leadership development within a two-year internship as a means of increasing the cadre of well-trained, exceptionally qualified federal employees for leadership roles within HHS.

Selection Criteria

ELP is open to applicants who meet the Office of Personnel Management (OPM) qualification standards based on experience and/or education for the position/career path for which they wish to be considered. Current or previous federal service is not required or discouraged. Once selected, employees accept a two (2) year, Schedule B (excepted service) temporary appointment at the GS-9 level. In addition, during the recruitment and selection process, applicants must demonstrate strong leadership skills, potential for professional growth and development, a keen interest in the analysis, management and implementation of HHS programs and policies.

Geographic Mobility

ELP selection may result in position placement that requires relocation. Applicants will be notified of the location of their hiring OPDIV at the time the offer of employment is extended. ELP does not pay for relocation expenses. Relocation expenses or reimbursement is at the discretion of the hiring OPDIV and is not guaranteed. For additional information, OPDIV coordinators are referred to the HHS Human Resource Center for specific information. Interns must sign a geographic mobility statement.

Career Tracks

Based upon the intern's area of expertise, individuals will be hired into one of the following career tracks:

Scientific – Pathway offers opportunities for biologists, microbiologists, chemists, physicists, and physiologists who perform medical research, review clinical trial studies of new and experimental drugs and interact with other public and private sector agencies to enhance medical science. Individuals with training in pharmacology and toxicology may use these skills to review clinical trials and drug application packages to assess the effect of drugs, biologics or other chemical substances currently used in human and animal health.

Statisticians (mathematical and biostatisticians) assist other professionals by designing and implementing studies to evaluate the statistical validity of epidemiological-based programs that evaluate the cause and unexpected outbreak of disease.

Public Health – Pathway offers opportunities for Public Health Educators, Public Health Program Advisors/Specialists and Consumer Safety Officers. Individuals in these positions would be involved with

performing research, participation on advisory committees and teams, staff assistance and consultation on health education programs; providing advice and assistance to State and local governments and to various public, non-profit, and private entities on program and administrative matters relating to the development, implementation, operation, administration, evaluation and funding of public health activities that may be supported by Federal funds; enforcing laws and regulations protecting consumers from food, drugs, cosmetics, fabrics, toys and household products and equipment that are ineffective, defective, or impotent.

Social Sciences – Social Scientists analyze issues and propose initiatives in areas such as psychology, sociology and social work to provide services to under-privileged families, children and elderly populations.

Social Insurance Specialists analyze and evaluate the Medicare and Medicaid programs. These individuals develop policies and procedures to maintain the effectiveness, efficiency, and financial viability of these programs for both the immediate and long-range future. They also review the operations of the programs to ensure an acceptable level of quality.

Information Technology (IT) – IT Specialists, Computer Engineers, Computer Programmers and Computer Scientists assess IT needs, design and maintain software-based applications and programs, design web sites, develop information security procedures, manage databases and perform software engineering and network administration. In addition, they assist other professionals and program managers in using state-of-the-art technology to advance and enhance medical and health care needs.

Administrative – Pathway offers opportunities to those who manage administrative programs that support the mission of HHS. Budget and financial analysts evaluate financial resources needed to implement HHS programs. They work with the Office of Management and Budget (OMB) congressional committees to support the need of funds, ensure appropriations are allocated and managed effectively, and help develop support for reprogramming or supplemental appropriations when needed.

Accountants and auditors support all HHS programs to ensure financial transactions are properly reported, recorded and are consistent with accepted accounting practices. They audit financial records as appropriate and advise program managers on accounting and auditing requirements.

Contracting, procurement specialists and grant management specialists advise and support Department programs by assisting managers in obtaining needed supplies and equipment, contracting for research and support services, and administering federal grants.

Human Resources (HR) – HR specialists serve as management advisors/consultants, change agents and strategic partners in the areas of recruitment, compensation, training and organization development, and all other aspects of human capital management. They also provide advice and guidance on best personnel practices within federal civil service system, mediate employee disputes and facilitate cooperation with employee unions.

Emerging Leader Program Activities

- 1) **Recruitment Activities** <Coming Soon>
- 2) **ELP Orientation** – The learning process begins with a three (3) – day orientation in July. This orientation will be used to provide general and detailed information on HHS, its OPDIVS and STAFFDIVS and the activities of the federal government. Primary areas emphasized include:
 - *Message from HHS Secretary* – Live videotaped message from the Secretary welcoming the class, outlining expectations, and providing a broad overview of the Department’s strategic goals, vision and direction.
 - *Fundamental Information about HHS* – A presentation on HHS core values, leadership, administrative policies and procedures, financial highlights, organizational structure, ethics and business acumen.
 - *Message from Assistant Secretary* – Live message from Assistant Secretary for Administration and Management (or Principal Deputy) welcoming the class, discussing detailed ELP expectations and behaviors.
 - *OPDIV/STAFFDIV Presentation* – Each OPDIV will have an opportunity to present information showcasing their organizations.
 - *Overview of ELP* – Discussion of the importance of the Program, HHS commitment to and high expectations of the interns, future leadership expectations
- 3) **Rotational Assignments** - Rotation assignments are an integral component of the ELP. These assignments are not intended to provide interns with a vast technical knowledge; instead, they are used to provide short-term developmental opportunities and the ability to gain a broad perspective of organizational segments of HHS. They also provide an opportunity to explore different occupational fields, network and contribute to improved communication and cooperation within and among organizations in HHS. Rotations are funded by the Home OPDIV. There are no central funds to support rotations.

Interns will be required to perform two (2), 180-day (six months) rotations in their Home Office. These rotations will occur as their first and last rotations of the Program. Between these two rotations, the intern will have an opportunity for up to four (4), ninety (90) day rotations.

During the first six months rotation, interns can select their next rotation from an inventory of available assignments and are strongly encouraged to seek out rotational opportunities.

The ninety-day rotations must be spent outside of the intern’s immediate Home Office, and may include rotations to other divisions or branches within the same OPDIV, if financial resources are restricted. It is strongly encouraged that interns seek rotation assignments in a variety of different settings and organizations to develop a holistic view of HHS and its mission.

- 4) **Training Events** - There are six (6) training events scheduled quarterly throughout the two-year Program that the intern is expected to attend. These events are generally 2.5 days in length. They are mandatory events and the OPDIV coordinators and rotation supervisors are expected to adhere to the outlined schedule. Lack of attendance to these events by the intern is grounds for removal from the Program.
- 5) **Individual Development Plan (IDP)** - The IDP will serve as a valuable tool during the intern’s ELP involvement to set goals and plan resources. IDP is a tool that the intern, supervisor and mentor

should use to communicate and clarify expectations for rotation selection, training and other developmental activities. The IDP process will help the intern discern which developmental activities will be the most appropriate for career advancement. It is expected that during the IDP planning phase, that each intern will have an opportunity to meet with a career counselor provided by HHS University (HHSU). These appointments are 1-on-1, confidential, and provide insight on how to create an individual plan specifically for the intern's long-term career goals. Interns located outside the Washington DC metropolitan area are encouraged to meet with Career counselor while rotating or attending an ELP training event. Follow-up IDP review can be done either electronically or via phone.

- 6) **Mentoring** – Mentors serve as valuable sources of information and advice for the intern. They help the intern understand the federal government, HHS, and their position in their respective OPDIV. Each intern will choose a mentor within 45 days of entering the Program. The mentor/mentee relationship is personal and can contribute greatly to the intern's success. The relationship is documented and mentors receive training with no cost to OPDIVs.
- 7) **Emergency Response Activities** – Due to the nature of employment, the Program wants to ensure that interns are ready and prepared to respond quickly to an emergency. Types of emergencies will focus on HHS involvement in the protection and prevention of disease that may affect the health of our citizens. Teams will be developed as a duty roster to notify interns in the case of a natural or other emergency. OPDIV coordinators are expected to activate duty roster and communicate readiness to ELP Program Administrators (HHSU). Program administrators will then communicate with senior HHS officials to determine the role interns will play in the emergency response. Once the emergency has subsided, or the intern's interaction is no longer needed, the OPDIV coordinators will be notified and the interns are expected to return either to their home OPDIV or rotation from whence they were initially activated.
- 8) **Intern Evaluation** – Interns will be expected to meet performance criteria in order to be promoted or converted within the Program. Promotion or conversion is not guaranteed or assumed; however, each intern is expected to successfully meet the Program's requirements, resulting in promotion(s) and Program graduation. Interns will receive evaluations and or recommendations from Program stakeholders to include:
 - Home OPDIV supervisors
 - Rotation supervisors
 - Mentors
 - OPDIV coordinators
 - HHS Program Administrators

Prior to personnel action (promotion, graduation, conversion) the ELP Evaluation Review Board (ERB) will convene at least annually to review each intern's progress through the Program. It is the responsibility of the intern to ensure that all of the necessary documentation is provided to the OPDIV coordinators. The OPDIV coordinators will ensure that HHS program administrators have the documents for distribution to the ERB.

ERB will meet annually in the spring of each program year to determine and evaluate the progress of each intern. ERB recommendations are binding and will be submitted through the specific OPDIV coordinator for communication to the Human Resource Office, OPDIV supervisor and the intern. Although the ERB's decision is binding, there will be a mechanism by which an intern may appeal a decision made by the ERB.

After the appeal process is used and a decision is made by ERB, that decision will override any previous decision made and the intern will be notified through the channels mentioned above. ERB

will meet in sufficient time as to not impact the EOD date of interns so that personnel actions will proceed on schedule and in a timely manner.

In addition to program activities, interns will be assessed on the demonstration of the HHS Leadership and Core competency model. Each intern will develop a program evaluation folder to submit to the OPDIV coordinator. Information will include:

- Resume
- Copy of Career Development Plan
- Intern statement of eligibility/self-recommendation for promotion, conversion, etc.
- Copies of all Home OPDIV supervisor evaluations
- Copies of all rotation supervisor evaluations
- Copies of intern's evaluation of rotations
- Group project evaluation (program and team) due 2nd year of ERB
- Action recommendation from mentor
- Action recommendation from home office supervisor(s) (PMAP)
- Action recommendation from OPDIV coordinator

After the information above has been compiled, the intern will submit the packet to OPDIV coordinator within 30 days of the ERB. Coordinators will then submit packet to HHSU program administrators who will then disseminate information to ERB for review and consideration.

- 9) **Group Projects** – During the 2nd (Senior) year, interns are expected to participate in a group project which serves as an experimental learning opportunity allowing them to actively practice learning objectives and competencies covered during the training events. Upon completion, interns will be able to demonstrate:

- Knowledge of group dynamics and teamwork;
- Skill in leading a team, partnering with, and influencing others;
- Understanding of interpersonal skills and techniques for conflict resolution;
- Effective oral and written communication and presentation skills;
- Ability to leverage diversity strategically to accomplish a goal;
- Capacity for analytic thinking and problem solving skills.

Interns will be assigned their projects in September of the 2nd year. Project summation and presentation will take place no later than April of the senior year. Each member will submit an evaluation of the group process and dynamics. Interns will also evaluate each other as members of the team. These evaluations will be included as part of the interns overall program evaluation by the ERB.

- 10) **Program Communication** - Interns will be expected to meet at least annually with OPDIV coordinators and HHS program administration to assess the Program. Evaluations are non punitive and are performed in a confidential setting. Information gleaned from these interviews will be used to continually improve the Program and to offer additional guidance and clarification to Program shareholders, stakeholders and administrators.
- 11) **Graduation** - Graduation will be held the 3rd Thursday of June during the 2nd (senior) year. Graduation activities are a festive event and interns are encouraged to attend and participate. During this time, interns receive a certificate of completion and a memento of their time spent in HHS. A reception is generally held on site after the commencement ceremony.

Emerging Leaders Program

Policies and Procedures

In order to govern and manage the day-to-day activities of the ELP, the following policies, procedures and guidelines will aid all of the Program participants and officials in the successful execution of Program activities. These policies and procedures may be changed at the discretion of HHS Program Administrators after communication with OPDIV coordinators, supervisors and HHS Administration and Management (ASAM) executives.

POLICY #1 – Intern Status

- According to the Federal Career Intern Program Executive Order # 13162 signed into action by President William J. Clinton in 2000, a successful intern will be appointed to a position in Schedule B of the excepted service at the GS-9 level. The appointment shall not exceed two (2) years unless extended by HHS with concurrence of OPM for up to (1) one additional year.
- Except as provided in subsections (4) and (5) of the executive order, the intern confers no rights to further Federal employment in either competitive or excepted service upon the expiration of the intern period.
- Within HHS, an employee who formerly held a career or career-conditional appointment immediately before entering the Program, and who fails to complete the Program for reasons unrelated to misconduct or suitability, will be placed in a career or career-conditional position in HHS at no lower pay than the one the employee left to accept the position in the ELP.
- In the case of an intern transferring from one Department to another, time previously spent under the ELP counts toward the completion of the two (2) year period if the interns are reappointed without a break in service.
- ELP interns will not be required to serve a probationary period after conversion to competitive service. The two years the intern spends on the excepted appointment will serve as the intern's probationary (trial) period. For Career Interns on a two year agency approved program can be converted without a break in service to competitive service from excepted. Their previous time will meet the requirements for probationary purposes and they should only serve an additional year or the time necessary to add up to 3 years total. This is covered under 5 CFR 315.201 Service Requirement for Career Tenure. The two years under the career intern program is qualifying in meeting creditable service definition. See 315.201(b)(1)(xix).

POLICY #2 – Intern Promotion, Conversion and Termination

- *Promotion*
 - Upon meeting appropriate eligibility and performance requirements, interns may receive a non-competitive promotion to the next higher grade within their career ladder positions while participating in the ELP.
 - Promotion is not assumed or guaranteed in the ELP.
 - ELP Evaluation Review Board (ERB) has the responsibility of recommending interns for promotion. After recommendation has been made, OPDIV coordinators will contact their HR department to ensure that appropriate documentation is completed and processed.

- Interns must be in their current grade level for one (1) year, prior to being promoted to next level. Recommendations of early promotions must be approved by ERB and OPDIV home office supervisor.

- *Conversion*

- Interns who successfully complete ELP and meet suitability and performance requirements may be granted competitive civil service status non-competitively. Upon conversion, the employee is not required to serve a probationary period. For Career Interns on a two year agency approved program can be converted without a break in service to competitive service from excepted. Their previous time will meet the requirements for probationary purposes and they should only serve an additional year or the time necessary to add up to 3 years total. This is covered under 5 CFR 315.201 Service Requirement for Career Tenure. The two years under the career intern program is qualifying in meeting creditable service definition. *See* 315.201(b)(1)(xix).
- Within HHS, an employee who formerly held a career or career-conditional appointment immediately before entering the Program, and who fails to complete the Program for reasons unrelated to misconduct or suitability, will be placed in a career or career-conditional position in HHS at no lower pay than the one the employee left to accept the position in the ELP.

- *Termination*

- Intern's appointment expires at the end of the two (2) year internship period. Appointments may be terminated earlier for unacceptable performance, conduct, and failure to meet program expectations.
- Interns who are not converted to career or career-conditional appointment or those who are not returned to career/career-conditional employment as described in the conversion must be terminated. Terminations of appointments under this Program are not adverse actions.
- Examples of terminating offenses:
 - Skipping HHS sponsored training events;
 - Subverting the approval of HHS program administrators, OPDIV coordinator or OPDIV home office supervisor;
 - Fail to meet expectations on home office evaluations;
 - Falsifying time and attendance documents;
 - Other activities listed as condition of employment by OPDIV and accepted Federal service.

POLICY #3 – OPDIV Receptions at Training Events

- OPDIVS are now responsible for hosting a reception during the ELP training events. This request was instituted to respond to the assistant secretary's desire for the Emerging Leaders to meet Operating Division heads and other department executives.
- OPDIV executives and senior managers should participate so that the interns will have an opportunity to get to know department leaders.
- HHS Program Administrative office (HHSU) will contribute up to \$1,500 of appropriated funds for refreshments during the event.
- Group transportation (if necessary) will be coordinated and paid through the HHSU administration office.
- OPDIV coordinators are responsible for identifying a training event they would like to host. If the agency is small, more than one OPDIV can host a training event.
- Invitations go out from the assistant secretary to the executives of the sponsoring Operating Division.

Pros

- Provides an opportunity for Emerging Leaders to mingle with HHS executives.
- Elevates the importance of the Emerging Leaders Program.
- Attracts the attention of departmental leadership to “One HHS” programs.

POLICY #4 – OPDIV Transfers

- Operating Divisions (OPDIVs and STAFFDIVS) go through a process of recruiting and selecting interns that meet their current needs and those that are expected to successfully complete the ELP. At some point during the Program either the intern or Home Office may feel that the current position within the organization is not conducive to successful completion of the Program and may request a change in home office inside (within OPDIV or outside OPDIV).
- Generally speaking, because of the financial investment, changing home offices outside of an OPDIV is discouraged. However, there are mitigating circumstances in which an intern may seek to change home office:
 - Change in career track; with the existing home office not able to provide rotation opportunities for intern;
 - Lack of supervision or rotational opportunities within home office;
 - Determined that intern is not meeting OPDIV requirements;
 - Loss in OPDIV appropriated funding for that position;
 - Agency lack of involvement in ELP.
- Unless mitigating circumstances occur which affect the health and well being of the intern, if the request for a home office change is approved, it will take place on the EOD date of the intern. Program administrators or OPDIV officials will no longer accept changes in home office during rotations.
- If the OPDIV initiates the change, the OPDIV coordinator and current home office supervisor is responsible for alerting the intern verbally and with a written memo. The memo will be forwarded to HHS program administrators to be placed in intern’s file.
 - If change is not due to document performance issues or other issues pertaining directly to the intern, the OPDIV has a responsibility of finding a suitable home office for the intern.
 - If the change is due to a performance issue or other items pertaining directly to the intern, the intern has the responsibility of finding another home office.
 - If intern was at OPDIV for 180 days or more, the intern will need a performance evaluation upon leaving the OPDIV.
- When initiating a change in OPDIV location, the following procedure must be followed:
 - The requesting party completes a change in home office form. OPDIV/intern alerts current OPDIV coordinator of change. OPDIV coordinator confers with current supervisor and approves/disapproves change.
 - OPDIV coordinator communicates with future OPDIV coordinator and forwards change form.
 - Future OPDIV coordinator confers with future home office and approves/disapproves change. Form is then returned to current home office and HHS program administrators.
 - OPDIV coordinator speaks with intern regarding date of switch. If future home office denies transfer, the intern must stay at current home office or continue search for home office.
- It is assumed that the future OPDIV office is an active participant of the ELP. If the intern is moving to a position in which the branch/ division does not support ELP activities then the request will be denied. The intern will either stay at current OPDIV, or resign ELP to take new position.
- HHS Office of the Secretary (OS) will not hire ANY Emerging Leader interns. Any interns using OS as a home OPDIV will need to get permission from the Assistant Secretary for Administration and Management prior to appointment. OS will participate as a rotation option and will have a standing rotation in several offices within the OPDIV.

POLICY #5 – Emergency Preparedness

- This policy is being established to provide formal guidelines for notification of interns in the event of a natural disaster or response to a national emergency in which HHS would play an integral role.
- Interns are expected to be available to lend critical services in the event of an emergency and critical contact information must be kept current so that ELP administrators, OPDIV coordinators and supervisors would be able to contact interns in an efficient and timely manner.
- Interns are expected that once they are notified to participate, they will need to ensure that they have taken care of personal issues (childcare, rotation ratification, other personal responsibilities), understanding that they may be called to serve for a minimum of a few hours to a maximum of weeks to months depending upon the emergency at hand.
- OPDIV coordinators are expected to forward after-hours contact information (cell phone, home phone, alternate e-mail address) to HHSU program officials.
- OPDIV coordinators are expected to submit an updated roster highlighting any changes in intern contact information or status prior to beginning a new rotation to ensure that the Program has the most recent information. Interns are expected to provide this information to the OPDIV coordinators within 1 week of reporting to their new rotation assignment.
- ELP Program Manager/Coordinator will provide an example of the roster for completion.

PROCEDURE:

1. ASAM management will notify HHS University of the need to activate ELP response roster to determine readiness and available interns to participate in the emergency response. HHSU will determine which career track, number of interns needed to respond, where to report, approximate length of expected intern participation, and essential details.
2. HHSU program administrators will call each OPDIV coordinator to ask them to determine who is available to respond to this event.
3. OPDIV coordinator will then contact each intern that is assigned to their OPDIV (example: NIH coordinator will contact intern with NIH as a home OPDIV) regardless of where they are currently rotating. Coordinator should tell the intern that the ELP is activating a call response roster to determine readiness and if the intern is requested to respond the information will be forthcoming. Interns should be available for at least 72 hours after the response roster is activated. If coordinator does not talk to the intern directly, coordinator should provide a contact number for the intern to return the call and where they will be for the next 72 hours.
4. OPDIV Coordinator will contact ELP Program Manager and/or Program Coordinator (office number) to state the following:
 - # of interns available to participate in emergency response
 - # of interns unable to contact
 - Type of career track of interns contacted
5. ELP Program Manager will communicate information from OPDIV coordinator to HHSU Branch Chief, who will then communicate with HHSU Director.
6. HHSU Director will communicate with ASAM management ELP response Readiness. ASAM will provide additional information on the number of interns needed, length of response and other pieces of significant information.

7. Once the need has subsided or the 24 hour time period has expired, ELP Program Manager will contact OPDIV coordinators to suspend activation of roster (interns no longer needed for alert and are able to resume normal activities) or continued activation (the interns are expected to remain on alert). OPDIV coordinators are expected to remain in communication with the interns throughout this phase of the response and to keep them abreast of the requirements.

POLICY #6 – Intern Performance Criteria

- Interns will be evaluated on a number of selective criteria as they participate and rotate through the Program.
- This policy serves to standardize the evaluation process so that Program officials will be able to objectively evaluate intern's performance and award accordingly.
- Currently, OPDIVs are undergoing a migration to a single performance measurement tool. As the OPDIVs migrate to this tool, evaluative elements will remain the same regardless of the format used.
- Home office supervisors are responsible for providing two (2) 180-day evaluations (see sample)
- Rotation supervisors are responsible for providing one evaluation per rotation.
- Interns are expected to provide an evaluation of their rotation (see sample).
- Before leaving a rotation, supervisor is responsible for providing a verbal review of performance using the appropriate evaluation tool, and a copy for the intern to sign. Supervisors are responsible for keeping a copy of the evaluation, giving the original to the intern to forward to the OPDIV Coordinator.
- Interns are responsible for keeping a copy of all rotations and evaluation activities in their personal files. Interns are NOT to keep original evaluations. They must be forwarded to OPDIV coordinator for filing.
- OPDIV coordinators will not accept copies of evaluations and will not be used as consideration when intern is presented before Evaluation Review Board (ERB)
- OPDIV coordinator is responsible for keeping individual files on interns to include rotation evaluations.
- In consideration of promotion, termination or conversion, ELP stakeholders will have a formal opportunity to review intern performance and recommend any personnel actions.
- Below is the performance criteria to be used by home office supervisors in preparation of the 180 day (6 month evaluation):

Performance Standards

ELEMENTS	PERFORMANCE MEASURES		
	Standards for "Meets Performance Measures" 1. Check all measures for which the employee will be rated. 2. Add additional measures after the bullets, if needed. 3. Define a measure further on the "As evidenced by" line, if needed.		
[1] Individual Work <i>Works to accomplish tasks or provide services effectively and efficiently in support of the Agency's mission. Strives for excellence.</i>	[x] Leadership (<i>Examples may Include</i>): <ul style="list-style-type: none"> Plans work toward set goals/results. Communicates clearly and effectively orally. Uses effective judgment and conduct in the performance of responsibilities. Devises effective solutions to problems and appropriate procedures for accomplishing objectives. [x] Manner of Performance (<i>Examples may Include</i>): <ul style="list-style-type: none"> Work products are clear and well-organized. Communicates clearly and effectively in writing. Completes work within established deadlines. Works independently with little need for supervision or help. Follows management procedures, directives, regulations, or technical orders. [x] Communication (<i>Examples may Include</i>): <ul style="list-style-type: none"> Seeks other opinions, as appropriate, to produce balanced work product. Keeps supervisor apprised of changes, progress, and barriers to progress. Undertakes difficult assignments with a professional attitude. Adjusts positively to changes in workload and priorities. 		
[2] Technical Competency <i>Knowledge skills and abilities.</i>	[x] Technical Competency (<i>Examples may Include</i>): <ul style="list-style-type: none"> Demonstrates technical competency/expertise in area of responsibility. Demonstrates quality and accountability in the majority of work activities. Keeps abreast of current developments within area of responsibility. Requires minimal supervision. Displays understanding of how job relates to others within area. 		

<p>[3] Teamwork</p> <p><i>Works with others either in formal teams or ad hoc groups to accomplish tasks or provide services effectively and efficiently.</i></p>	<p>[x] Cooperation (Examples may Include):</p> <ul style="list-style-type: none"> • Works well with other Agency groups and organizations for the success of the group or organization. • Works with others in developing and implementing solutions to problems. • Assists others to meet objectives. • Maintains effective working relationships with team members. • Actively participates in team efforts. <p>[x] Leadership (Examples may Include):</p> <ul style="list-style-type: none"> • Leads or follows, as necessary, within the team. • Takes initiative to arbitrate and resolve disagreements if they arise. <p>[x] Commitment to Team Effort (Examples may Include):</p> <ul style="list-style-type: none"> • Shares information willingly. • Shares credit, recognition, and visibility with others. • Supports and promotes team decisions and initiatives. 		
<p>[4] Innovation</p> <p><i>Takes risks and seeks creative approaches in completion of work. Influences others by ideas or example.</i></p>	<p>[x] Risk taking, Initiative, and Innovation (Examples may Include):</p> <ul style="list-style-type: none"> • Shows initiative in starting, carrying out, and completing tasks. • Seeks alternative solutions and creative approaches to problem solving. • Takes necessary and appropriate risks. • Takes into consideration new ideas and differing professional opinions. • Treats change as an opportunity for growth and mistakes as learning opportunities. <p>[x] Leadership (Examples may Include):</p> <ul style="list-style-type: none"> • Exhibits collegiality. Works well with other Agency groups and organizations for the success of the Agency's mission and goals. • Supports division, center/office, and Agency goals. • Demonstrates integrity and professionalism. • Leads by example. Acts as a role model for providing quality service. 		
<p>[5]Customer Service (Customers as defined by the employee's supervisor)</p> <p><i>Provides professional and responsive service within mutually agreed upon time frames.</i></p>	<p>[x] Customer Service (Examples may Include):</p> <ul style="list-style-type: none"> • Delivers high quality products/services to internal/external customers. • Stays focused on customer needs through effective communication. • Projects positive attitude. • Treats everyone with courtesy and respect. • Honors commitments and agreed upon deadlines. 		

[6] Specific Task or Goal	<Include specific rotation objectives here>		
[7] Specific Task or Goal	<Include specific rotation objectives here>		
[8] Specific Task or Goal	<Include specific rotation objectives here>		
[9] Specific Task or Goal	<Include specific rotation objectives here>		

- On the following page, is a sample copy of a new home office supervisor evaluation for intern (ELP PMAP):

- Below is an sample of a 90 day rotation evaluation:

Emerging Leaders Program 90-Day Rotation Evaluation Form

PART I: IDENTIFYING INFORMATION

INTERN'S NAME:	CAREER TRACK:	
POSITION TITLE:	SERIES:	GRADE:
Emerging Leader Program:		
ORGANIZATION:		

PART II: PERFORMANCE PLAN

SET AND APPROVED	FOR THE PERIOD:	TO:
ROTATION SUPERVISOR SIGNATURE:		DATE:
INTERN SIGNATURE:		DATE:

PART III: FINAL RATING

FINAL RATING SCORE:	
<input type="checkbox"/> Meets Performance Measures (> 80%) <input type="checkbox"/> Fails to Meet Performance Measures (<79%)	
SUPERVISOR SIGNATURE:	DATE:
INTERN SIGNATURE:	DATE:
OPDIV COORDINATOR SIGNATURE: <i>(Required if Final Rating is "Fails to Meet Performance Measures.")</i>	DATE:
COMMENTS:	

ELP Intern 90 Day Rotation Evaluation

Column 1	The element, a brief description of the element's objective, and the final rating for that element. There is space provided in which the supervisor can add additional elements for specific tasks or goals.
Column 2	<p>Measures for the element. Measures are written for the "Meets Performance Measures" level.</p> <p>In planning intern's goals, the supervisor and employee shall discuss elements for the year and those measures appropriate for the objective of the element and for the intern. The supervisor and employee discuss what is expected in each of these measures based on the individual employee's work area. There is a space below the measures beginning with the phrase "As evidenced by" in which the supervisor can add definers for the measures above. There is space provided in which the supervisor can add additional individualized measures for that rating year.</p>
Column 3	The performance measure rating.

Rating Levels

Deriving Element Ratings **5 =Excellent; 4 = Above Average; 3 = Satisfactory; 2 = Below Average; 1 = Unacceptable**

Deriving Final Ratings

Final rating (5, 4, 3, 2, and 1) is multiplied by the weighted percentage awarded for each measure.

ELEMENTS	PERFORMANCE MEASURES	WEIGHT	Final Measures Ratings
	Standards for "Meets Performance Measures" 1. Check all measures for which the employee will be rated. 2. Add additional measures after the bullets, if needed. 3. Define a measure further on the "As evidenced by" line, if needed.		5 4 3 2 1
[1] Individual Work <i>Works to accomplish tasks or provide services effectively and efficiently in support of the Agency's mission. Strives for excellence.</i> (30% of overall evaluation)	[x] Leadership (<i>Examples may Include</i>): <ul style="list-style-type: none"> Plans work toward set goals/results. Communicates clearly and effectively orally. Uses effective judgment and conduct in the performance of responsibilities. Devises effective solutions to problems and appropriate procedures for accomplishing objectives. [x] Manner of Performance (<i>Examples may Include</i>): <ul style="list-style-type: none"> Work products are clear and well-organized. Communicates clearly and effectively in writing. Completes work within established deadlines. Works independently with little need for supervision or help. Follows management procedures, directives, regulations, or technical orders. [x] Communication (<i>Examples may Include</i>): <ul style="list-style-type: none"> Seeks other opinions, as appropriate, to produce balanced work product. Keeps supervisor apprised of changes, progress, and barriers to progress. Undertakes difficult assignments with a professional attitude. Adjusts positively to changes in workload and priorities. 	10%	
		() (20)(.10) =	
		10%	
		() (20)(.10) =	
		10%	
		() (20)(.10) =	
[2] Technical Competency <i>Knowledge skills and abilities.</i> (10% of overall evaluation)	[x] Technical Competency (<i>Examples may Include</i>): <ul style="list-style-type: none"> Demonstrates technical competency/expertise in area of responsibility. Demonstrates quality and accountability in the majority of work activities. Keeps abreast of current developments within area of responsibility. Requires minimal supervision. Displays understanding of how job relates to others within area. 	10%	
		() (20)(.10) =	

<div><div>[3] Teamwork</div><div>Works with others either in formal teams or ad hoc groups to accomplish tasks or provide services effectively and efficiently.</div><div>(20% of evaluation)</div></div>	<div><div>[x] Cooperation (Examples may Include):</div><div><div>• Works well with other Agency groups and organizations for the success of the group or organization.</div><div>• Works with others in developing and implementing solutions to problems.</div><div>• Assists others to meet objectives.</div><div>• Maintains effective working relationships with team members.</div><div>• Actively participates in team efforts.</div></div><div><div>[x] Leadership (Examples may Include):</div><div><div>• Leads or follows, as necessary, within the team.</div><div>• Takes initiative to arbitrate and resolve disagreements if they arise.</div></div></div><div><div>[x] Commitment to Team Effort (Examples may Include):</div><div><div>• Shares information willingly.</div><div>• Shares credit, recognition, and visibility with others.</div><div>• Supports and promotes team decisions and initiatives.</div></div></div></div>	<div><div>10%</div><div>() (20) (.10) =</div></div> <div><div>5%</div><div>() (20) (.05) =</div></div> <div><div>5%</div><div>() (20) (.05) =</div></div>
<div><div>[4] Innovation</div><div>Takes risks and seeks creative approaches in completion of work. Influences others by ideas or example.</div><div>(20% of evaluation)</div></div>	<div><div>[x] Risk taking, Initiative, and Innovation (Examples may Include):</div><div><div>• Shows initiative in starting, carrying out, and completing tasks.</div><div>• Seeks alternative solutions and creative approaches to problem solving.</div><div>• Takes necessary and appropriate risks.</div><div>• Takes into consideration new ideas and differing professional opinions.</div><div>• Treats change as an opportunity for growth and mistakes as learning opportunities.</div></div><div><div>[x] Leadership (Examples may Include):</div><div><div>• Exhibits collegiality. Works well with other Agency groups and organizations for the success of the Agency's mission and goals.</div><div>• Supports division, center/office, and Agency goals.</div><div>• Demonstrates integrity and professionalism.</div><div>• Leads by example. Acts as a role model for providing quality service.</div></div></div></div>	<div><div>10%</div><div>() (20) (.10) =</div></div> <div><div>10%</div><div>() (20) (.10) =</div></div>
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[6] Specific Task or Goal	<Include specific rotation objectives here>		
[7] Specific Task or Goal	<Include specific rotation objectives here>		
[8] Specific Task or Goal	<Include specific rotation objectives here>		
[9] Specific Task or Goal	<Include specific rotation objectives here>		

EMERGING LEADER PROGRAM
ROTATIONAL ASSIGNMENT
INTERN EVALUATION

Emerging Leader's Name:

Rotation Supervisor's Name:

- Rotation number:**
- ☐ 1 July 28, 2007 – January 1, 2008 (Home Office)
 - ☐ 2 January 2, 2008 – March 31, 2008
 - ☐ 3 April 1, 2008 – June 30, 2008
 - ☐ 4 July 1, 2008 – September 30, 2008
 - ☐ 5 October 1, 2008 – December 31, 2008
 - ☐ 6 January 2, 2009 – July 15, 2009 (Home Office)

If the dates differ from above, please specify: Start Date:

End Date:

I. Rotation Organization:

Circle One

- | | | |
|---|----------|----------|
| 1. Was the supervisor available during the rotation? | Y | N |
| 2. Was the supervisor prepared for the rotation? | Y | N |
| 3. Was a rotation description form prepared for the rotation? | Y | N |
| 4. Were clear instructions provided in order to perform rotation? | Y | N |

II. Requirements and Objectives:

- | | | |
|---|----------|----------|
| 1. Were objectives and expectations explained at the beginning of the rotation? | Y | N |
| 2. Was the supervisor helpful and knowledgeable? | Y | N |
| 3. Were all objectives met during the rotation? | Y | N |

III. Timeliness and Adequacy of Feedback:

- | | | |
|---|----------|----------|
| 1. Did you receive any verbal evaluations? | Y | N |
| 2. Was feedback given about your performance at the end of your rotation? | Y | N |
| 3. Was the supervisor fair and impartial? | Y | N |

IV. Availability of Resources:

- | | | |
|--|----------|----------|
| 1. Were Standard Operating Procedures and reference materials available and current? | Y | N |
| 2. Were supplies and equipment available for the rotation? | Y | N |

V. Productivity of Time:

- | | | |
|--|----------|----------|
| 1. Was rotation time used effectively? | Y | N |
| 2. Was the rotation the proper length? | Y | N |
| 3. Did anything interfere with your learning and career development? | Y | N |

If yes, please explain:

VI. Attitude of Supervisor:

- | | | |
|---|----------|----------|
| 1. Did the supervisor relate to you in a professional manner? | Y | N |
| 2. Was the supervisor interested in your career development? | Y | N |

Overall Effectiveness of Supervisor and Rotation:

Circle One

- | | | |
|---|----------|----------|
| 1. Did the rotation leave you feeling knowledgeable about what you had learned? | Y | N |
| 2. Did this rotation leave you feeling confident and competent in this area? | Y | N |

VIII. Comments:

1. What are the greatest strengths of this rotation?

2. What are the greatest weaknesses of this rotation?

3. What would you do to improve this rotation?

ELP Program Review: _____ **Date:** _____

ELP EVALUATION REVIEW BOARD (ERB)

- ERB will convene in the first week of May each year to evaluate interns (both classes).
- Purpose of ERB will be to evaluate each intern for promotion or conversion.
- Criteria to evaluate interns will be based on evaluative performance measures, HHS leadership competencies, recommendations, and ELP activity participation.
- Interns will have the primary responsibility to ensure that evaluation packets are in order and submitted to the OPDIV coordinator at least 30 days prior to meeting with ERB.
- Evaluation Folder will include:
 - Intern's resume / bio
 - Copies of Home OPDIV performance evaluation
 - Copies of rotation evaluations
 - Recommendation for personnel action (promotion, conversion, termination) from supervisors, OPDIV coordinators, mentors
 - Verification of training event attendance
 - Group Project team overall and member evaluation (2nd year only)
- ERB will consist of the following:
 - OPDIV Coordinator(s)
 - ELP Program Administrators
 - ASAM Executives
 - Selected Home Supervisors
 - Selected Rotation Supervisors
 - Mentors

ERB panel will have a chance to review each file. Panel will then make final decision on personnel action and communicate the action to OPDIV coordinator.